

ATTACHMENT A: REVISED SCOPE OF WORK

Background

In response to the CVC's request, a revised approach to Clarion's original scope of work (4/13/2010) for the visioning process was developed and submitted to the CVC on September 3, 2010. This revised scope provides a more detailed explanation of tasks completed since September and tasks scheduled for completion between September 2010 and the project end date (Tasks 3-5). Specific tasks and subtasks included as part of our scope of work are as follows:

Task 3. Preliminary Draft Vision Report

During Task 3, the consultant will host a series of panel discussions on each of the topics being explored by the CVC as part of the process. The results of these panel discussions will be used to help inform the development of a preliminary draft Vision Document for the committee's consideration. The consultant will facilitate deliberations with the CVC on the preliminary draft Vision Document to help refine recommendations in advance of community outreach efforts during Task 4.

3.1. CVC Meetings #4-8 (Panel Discussions)

The consultant will host five topic-focused meetings with the CVC as follows:

- September 23, 2010—Economic Development and Financing and Taxation (complete);
- October 28, 2010—Social, Health, and Human Services; Culture, Arts, and Humanities (complete);
- December 2, 2010—Criminal Justice and Public Safety (complete);
- January 27, 2011 (Land Use and Transportation); and
- February 24, 2011 (Other Infrastructure; Parks and Recreation, and Natural Resources and Environment).

The consultant will work with county staff to identify and schedule panel participants for each meeting and to provide panelists with appropriate background information to prepare for the meeting. The consultant will summarize feedback following each meeting for distribution to the CVC and post all materials on the project website.

3.2. Prepare Preliminary Draft #1: Vision Report (Annotated Outline)

Using input received from the CVC during the panel discussions and background information assembled earlier in the process, the consultant will prepare a preliminary draft of the Vision Report for review and

discussion with county staff. Based on input from county staff, the preliminary draft will be revised and distributed to the CVC. The preliminary draft of the Vision Report will be prepared in an annotated outline format with bulleted content below each of the outline headings and subheadings. This format will allow county staff and the CVC to review and provide input on the report's anticipated contents and recommendations before significant time is invested in drafting a complete draft of the report. In addition to an introductory section that describes the vision process and provides an overview of major themes influencing the vision, the preliminary draft is anticipated to be structured according to the three major categories:

- ***Economy***—topic areas include: economic development; financing and taxation;
- ***Community***—topic areas include: social, health, and human services; criminal justice and public safety; education; culture, arts, and humanities; and parks and recreation; and
- ***Built and Natural Environment***—topic areas include: land use; transportation; infrastructure; and natural resources.

Under the heading of each major category, the following will be addressed:

- ***Context and Key Issues***—a brief summary of existing conditions and trends that inform and influence each specific topic will be provided for each of the specific topic areas. Relevant data will be included as sidebars to support the vision, principles, and strategies below.
- ***Vision and Guiding Principles***—vision statements will convey a broad statement of the desired future condition and character of the county for each of the specific topic areas. Vision statements will be supported by guiding principle—or statements of core values—that can be used to guide the decisions and actions to be taken to accomplish the desired vision.
- ***Recommended Strategies***—a series of recommended strategies will be incorporated that reflect the CVC's input on each topic. Strategies will describe a plan of action intended to move the county towards a desired outcome expressed in the vision for each of the specific topic areas.
- ***Indicators***—to the extent that data are readily available, indicators for each of the three topic areas (economy, community, and built and natural environment) will be identified. An indicator is a measure of performance, either quantitative or qualitative, that provides a simple and reliable means to measure achievement over time. It is a measurement that can be used as a reference or as a standard for comparison. The consultant will work with county staff to determine the extent to which the county tracks qualitative or quantitative data already through the bi-annual survey or other means, i.e., what types of data are already available (our could be easily obtained) and would be most useful to the county as it tracks the implementation of the vision over time.
- ***Priority Actions***—will be identified in each of the three category areas based on input from the CVC as part of Subtask 3.5.

The preliminary draft will be distributed to the CVC in advance of Subtask 3.3 as a starting point for discussion.

3.3. CVC Meeting #9 (Board of County Commissioners Panel)–Tentative

The consultant will work with county staff to organize a panel discussion with the Board of County Commissioners (BOCC). The panel is anticipated to focus on panelist input on three topics: Economy, Community, and Built and Natural Environment. Following the panel discussion, CVC members will be provided an opportunity to ask questions of the BOCC that will help inform the committee’s deliberation about their vision and potential recommendations as part of the visioning process. During the final hour of the meeting, the consultant will facilitate a discussion with the CVC on the preliminary draft of the Vision Report regarding potential revisions and or additions to the document based on CVC input and the BOCC panel discussion. Feedback from the BOCC panel will be summarized and distributed to the CVC for discussion during Subtask 3.4. (March 24, 2011)

3.4. CVC Meeting #10–Discuss Preliminary Draft #1: Vision Report (Annotated Outline)

In advance of the meeting, CVC members will be asked to submit to the consultant (via e-mail) a list of areas in the preliminary draft report where they think further discussion is warranted with the larger group. The consultant will consolidate input received from the CVC and distribute it prior to the meeting. Based on input received, the consultant will facilitate a discussion with the CVC to review the preliminary draft of the Vision Report and discuss potential refinements to be made based on input received from the CVC. The consultant will focus the discussion on areas identified by the CVC in advance of the meeting. Input received during the meeting will be incorporated into a consolidated summary of CVC feedback received to date and distributed to the CVC. Proposed changes and the CVC’s recommended action on each will be noted for tracking purposes. (April 28, 2011)

3.5. CVC Meeting #11– Priority Recommendations

In advance of the meeting, CVC members will be asked to submit to the consultant (via e-mail) a list of 5 strategies they view as priority recommendations that should emerge from the visioning process. The consultant will consolidate input received from the CVC and distribute it prior to the meeting. Based on input received from the CVC about priority recommendations, the consultant will facilitate a discussion with the CVC to identify a short list of priority recommendations to be added to the report and potential refinements to the remainder of the report to be made based on input received. (May 26, 2011)

3.6. Prepare Draft #2: Vision Report (Annotated Outline)

Based on CVC input during Subtasks 3.4 and 3.5, a second draft of the Vision Report (Annotated Outline)

will be prepared. The draft will incorporate recommended changes identified during Subtask 3.4 and priority recommendations identified during Subtask 3.5. The draft will be distributed to the CVC in advance of the BOCC Update during Subtask 3.7.

3.7. BOCC Update

The consultant and members of the CVC will present preliminary recommendations contained in the draft Vision Report to the BOCC for input and discussion prior to conducting community outreach activities as part of Task 4. Input from the BOCC will be summarized and distributed to the CVC. This meeting would occur on the morning of the regularly scheduled CVC meeting date. (June 23, 2011)

3.8. CVC Meeting #12– Review Draft #2: Vision Report (Annotated Outline)

Following the BOCC meeting during Subtask 3.9, the consultant would facilitate a discussion with the CVC about input received from the BOCC and necessary changes to draft #2 of the report prior to beginning public outreach activities during Task 4. (June 23, 2011)

3.9. Prepare Draft #3: Vision Report (Annotated Outline)

Based on input received from the CVC during Subtask 3.8, the consultant will prepare a third draft of the Vision Report (Annotated Outline) that will serve as the basis for public outreach activities conducted during Task 4. The draft will be distributed to the CVC with the request that final edits be submitted to the consultant and the entire CVC for consideration within 1 week. Barring concern from other CVC members or county staff about proposed edits submitted, comments will be incorporated and material in the draft used as a foundation for public outreach activities during Task 4.

Task 4. Community Outreach (July/August)

During Task 4, the consultant will work with the CVC and county staff to seek input from county stakeholders and the community-at-large on the recommendations outlined in draft #3 of the Vision Report (Annotated Outline) prior to development of a formal draft report during Task 5. Specific outreach activities and tools to promote awareness are listed in the subtasks below.

4.1. Getting the Word Out

The consultant will work closely with county staff and public information officers and the CVC to “get the word out” about upcoming events and activities:

- ***Dedicated project website***—The consultant will ensure all Task 4 events and activities are listed on the website’s calendar and updated materials are posted..
- ***E-mail distribution lists***—The consultant will prepare flyers or e-mail invitations about

upcoming events for distribution by county public information officers and the CVC using e-mail distribution lists available through other county departments, existing CVC social and business networks (e.g., service groups, interest group list serves), and others as appropriate to increase the visibility of the process and promote input from a diverse segment of the county's population.

- **Social media**—The consultant will prepare a brief summary of upcoming events to be posted on Johnson County's Facebook page by county public information officers as an alternate means of distributing information about the process and opportunities for community input. CVC members may also have access to other Facebook pages through their organizations.
- **Bus Placards**—If desired, the consultant will adapt flyers/invitations for use as placards on the interior of local transit buses. County public information officers will distribute placards as appropriate.
- **Public Service Announcements**—If desired, county staff and public information officers will work with CVC members to produce a 30 second public service announcement notifying residents about the various events and inviting them to participate. The PSA could be televised on the Government and School Channels as well as on local TV stations. (Note: Most TV stations would ask for a two-month lead-time before they would start airing the TV spots.)
- **Radio/TV talk shows**—If desired, county staff and public information officers will coordinate with CVC members and/or county staff to appear on local radio and TV talk shows to increase awareness of upcoming events and request community input.

4.2. Develop Community Survey Questions

The consultant will work with county staff to develop a series of questions related to the visioning process for incorporation as part of the county's biennial community survey. This process will occur concurrent with Subtasks 3.3-3.5. Due to the timing of the Community Survey (questions must be finalized by the end of March) questions will relate to the vision more broadly rather than specific recommendations by the CVC. Input from the survey will be provided to the committee for their consideration as they work towards draft #3 of the Vision Report (Annotated Outline). Results are anticipated to be ready for distribution in late May.

4.3. Prepare Meeting Kit

To ensure a consistent message about the process and draft #3 of the Vision Report (Annotated Outline) is presented, the consultant will prepare a "meeting kit" that may be used in a variety of ways by county staff, CVC members, and the consultant. The meeting kit will likely contain:

- Brief PowerPoint presentation that summarizes the CVC’s vision and priority recommendations;
- Brief questionnaire that may be completed by individuals in response to the overview presentation to gauge support for the recommendations being made by the CVC.

Questions included as part of the questionnaire will be the same or similar to those used for the Online Community Workshop in Subtask 4.3 to ensure that input received through individual forums may be easily synthesized.

4.4. Online Community Workshop

The consultant and the CVC will conduct an online community workshop using the project website as a forum to seek input on recommendations outlined in draft #3 of the Vision Report. Regional stakeholders and the community-at-large will be invited to “attend” the workshop at their convenience during a two-week period to review the CVC’s recommendations and provide input through an online poll. The consultant will work with the CVC and county staff to consolidate available e-mail distribution lists, mailing lists, etc. and distribute invitations. The event will also be advertised through the county’s website, the project website, local media, and other avenues as appropriate. Questions included as part of the online poll will be the same or similar to those incorporated as part of the meeting kit during Subtask 4.2 to ensure that input received through individual forums may be easily synthesized. The purpose of this third community workshop will be to:

- Seek input from regional stakeholders and the community-at-large on the CVC’s vision and recommendations for the county’s future;
- Identify areas where consensus regarding priority actions exists between the CVC, regional stakeholders, and the community-at-large, and areas where additional discussion will be needed;

Feedback will be generated using online polling. Results of the workshop will be synthesized, distributed to the CVC, and posted to the project website.

4.5. Youth Forum

The county is in the process of trying to organize a formal Youth Council; however, recognizing that the timing of this group’s appointment may not align with the timing of other outreach efforts planned for the visioning process, a more informal Youth Forum could serve as an alternative means of seeking input from younger residents. The forum would be hosted by CVC members with support from county staff and consultants. Invitees would include representatives from each of the six school districts and from Johnson County Community College—ideally 40-50 youth participants total. The forum could be designed in a fast-paced, interactive, “World Café” format likely spanning a 3-4 hour timeframe. The forum would begin with a brief overview presentation to ground the participants about the process, the

key issues facing Johnson County as it plans for the future, and the objective of the forum. Following the presentation, youth participants would be split into small groups and would rotate through each of the ten topic areas (15-20 minutes per topic). Topic area tables would be staffed by 2-3 committee members who would present recommendations for that particular topic and ask participants to respond to a series of related questions. The forum could conclude with a brief key pad polling exercise to gain a sense of the participant's top priorities for the future. The timing of the forum would likely coincide with Subtasks 3.7 and 3.8, possibly occurring one day prior to or following those activities. Coordination of invitees and all meeting logistics would be conducted by county staff. Meeting materials and content would be developed by the consultant with input from county staff. (April 29, 2011—Tentative)

4.6. Speakers Bureau

Members of the CVC and/or county staff will conduct a series of meetings with a variety of local community and stakeholder groups throughout Johnson County using the “meeting kit” developed by the consultant during Subtask 4.3. The purpose of the meetings will be to present the committee's preliminary recommendations and seek input from a range of interest groups related to the ten topics addressed as part of the vision. This task is intended to supplement the Online Community Workshop and other outreach activities to help ensure that key stakeholders are engaged in the process and are given a focused opportunity for input. If desired, the meeting kit could also be distributed to CVC members to allow them to host a series of more informal discussions with small groups of colleagues, neighbors, family, and others as desired. Participants in all formal/informal sessions hosted as part of the Speakers Bureau will be asked to complete a brief questionnaire in response to the recommendations presented. Completed questionnaires will be collected and returned to the consultant to be compiled with feedback received as part of other outreach efforts.

4.7. Community Forums

To supplement the Speakers Bureau option described above, the CVC and the consultant will host up to three Community Forums held in key locations throughout the county. The format of these meetings would be very similar to the Youth Forum described in Subtask 4.4 but could involve many more participants. Participation in these forums would be by invitation only and will be targeted towards key stakeholder and community groups. An invite list would be generated by CVC members in cooperation with county staff to ensure broad representation and RSVPs would be required. Coordination of invitees and all meeting logistics would be conducted by county staff. If multiple forums are held, they will be scheduled on the same day or consecutive days.

4.8. Open Houses (Optional)

As a supplement to other events and activities, members of the CVC could host one or more Open House

forums to provide a more informal opportunity for Johnson County residents and other project stakeholders to review draft recommendations, have one-on-one conversations with the committee, and complete a brief questionnaire about their preferences and priorities related to the recommendations. Open houses could be combined with other community events and staffed by CVC members and/or county staff using materials provided by the consultant. Key considerations would include the geographic distribution and number of open houses needed to ensure broad representation.

4.9. Community Input Summary

The consultant will prepare a summary of community input received during Subtasks 4.2-4.8 for distribution to the CVC in advance of Subtask 5.1. The summary will identify areas where there appears to be general consensus among stakeholders and the community-at-large about the CVC's recommendations and areas where additional discussion will be required. The summary will also be posted on the project website.

Task 5. Finalize Vision Document

5.1. CVC Meeting #13: Review Community Input

The consultant will conduct a meeting with the CVC to review and discuss community input received during Subtasks 4.2-4.8. Specific revisions to draft #3 of the Vision Document (Annotated Outline) will be recommended by the consultant as a starting point for discussion with the CVC. Recommendations will be refined based on discussions with the CVC and will serve as the basis for the development of a Final Draft during Subtask 5.2. (September 29, 2011)

5.2. Prepare Final Draft Vision Document

Based on input from the CVC received as part of Subtask 5.1, the consultant will prepare a final narrative draft of the Vision Report. The draft will incorporate all material included in draft #3 of the Vision Document (Annotated Outline), but will present the information in a still concise, but more narrative and graphic format. An executive summary will also be incorporated. Final edits to the Snapshot Report prepared during Task 2 will be made based on input from county staff and the Snapshot Report incorporated as an Appendix to the Vision Report. The draft will be distributed to the CVC for final review during Subtask 5.3.

5.3. CVC Meeting #14: Final Review of Draft Vision Document

The consultant will conduct a final meeting with the CVC to review the final draft and make any adjustments as needed prior to the adoption process. (October 27, 2011)

5.4. Prepare Final Draft Vision Document

Based on input from the CVC received as part of Subtask 5.3, the consultant will prepare a final draft of the Vision document for consideration by the BOCC.

5.5. Final Presentation to BOCC

Key members of the consultant team and the CVC will present the committee's recommendations to the BOCC for consideration.